



bring  
belonging  
to **life**



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## Strategies for Creating the Conditions for Belonging in the Workplace

Adapted from *Advancing Belonging in Organizations: An Equity Fluent Leadership Playbook*,  
Berkeley Center for Equity, Gender & Leadership, 2024.

Identity Affirmation	Equity
<ol style="list-style-type: none"> <li>1. Ensure diverse representations of people in physical and virtual spaces, and ensure these representations are trusted by and accountable to stakeholders</li> <li>2. Ensure inclusive, accurate language is incorporated into practices internally and externally</li> <li>3. Model inclusive language, including the use of pronouns</li> <li>4. Offer ERGs (Employee Resource Groups); create space for ERGs to weigh in on broader issues; do not place the full burden of response, education, and action on them</li> </ol>	<ol style="list-style-type: none"> <li>1. Hold meetings in spaces and at times where all participants can actively participate, be heard, and feel supported (and rotate when and where if needed)</li> <li>2. Build in time for onboarding new staff on workplace culture and communication, including the tools/digital platforms used</li> <li>3. Prioritize accessibility in virtual spaces; anticipate what folks may need, so they don't have to request accommodations</li> <li>4. Provide training on inclusive language and practices for all staff</li> <li>5. Audit performance review process to ensure equitable metrics and mitigate bias; include "ability to support belonging" as key metric for managers</li> </ol>
Relationships	Respect
<ol style="list-style-type: none"> <li>1. Build in time for small talk before meetings to create connectedness</li> <li>2. Start team meetings with personal prompts to build community</li> <li>3. Offer opportunities for staff to broadly connect and build community; ensure these are accessible and inclusive of all abilities, cultures, family roles, and personalities</li> <li>4. Establish mentoring programs to foster relationships/community</li> </ol>	<ol style="list-style-type: none"> <li>1. Agree on expectations, discuss communication preferences; allow multiple ways of communicating; establish agreed upon processes to navigate miscommunication and conflict</li> <li>2. Ensure there are accessible, private, and comfortable spaces for things like breast pumping, prayer, or meditation</li> <li>3. If working across time zones, be mindful of when virtual meetings are scheduled</li> <li>4. Limit distractions during meetings and model being fully present</li> </ol>



	5. Normalize protected time for employees' mental well-being, learning, and development; encourage taking breaks and reject an always-on mentality
<b>Responsiveness</b>	<b>Agency</b>
<ol style="list-style-type: none"> <li>1. Redirect when someone is interrupted in a meeting or their idea is overlooked</li> <li>2. Connect the mission/vision/purpose to day-to-day work and objectives; support employees in eliminating work that is not aligned with the mission/vision/purpose</li> <li>3. Update job descriptions as roles develop or shift, and mitigate bias in descriptions</li> <li>4. Create avenues for employees to anonymously share feedback and challenges; hold leadership accountable for responding</li> <li>5. Practice transparent communication, including the sharing of survey results</li> </ol>	<ol style="list-style-type: none"> <li>1. Ask those who haven't had a chance to speak if they have anything they'd like to add</li> <li>2. Offer opportunities for innovation and collaboration while fostering psychological safety in those opportunities</li> <li>3. Give recognition and reward people for work contributions and behaviors that advance belonging</li> <li>4. Ensure transparency in career development opportunities to support employees in growth</li> <li>5. Model and encourage healthy boundaries between work and personal life</li> </ol>

